



Title: **Civilian Force Development**

Session: **W-4-1000**



Overview

- What Is Civilian Force Development
- Challenges
- What Does This Mean to You
- Force Development Process
- Vectoring
- Questions



What Is Civilian Force Development?

- Force Development (FD) = Education + Training + Experience, which produces adaptive, creative, knowledge-enabled Health Professionals
- Effective Civilian Force Development:
 - Focus on, and result in, improving and enhancing job performance
 - Span entry/accluturation through retirement/separation to fulfill, organize, train, and equip responsibilities
 - Synchronize education, training, and experience to achieve mission requirements
 - Use various delivery options, including corporate-focused development, functional development, and self-development
 - Adopt appropriate best practices

Civilian FD enables the development of institutional and occupational and functional competencies in Health Professionals through Education, Training, and Experience.



Challenges - Military / Civilian Model

Status Quo:

- Military Leader (the boss)
 - Broad experience
 - Mobile
- Civilian Technicians/Advisors
 - Technically deep
 - Long-term stability
 - 20-30 years in same organization typical
 - Accustomed to working for someone less technical

Emerging:

- **Shared Leadership**
 - Many leadership positions still military-only
 - A growing number of positions held by either military or civilian
 - Flexibility allows best candidate
 - Growing number of civilian positions filled by prior military
- **Civilian Model Transformation**
 - Civilian leaders embrace traits of military
 - Still technically deep, but also broader experience



Challenges - Military and Civilian Processes

- Governing laws
 - Military rules come from Title 10 laws and DoD policy
 - Civilian rules come from Title 5 federal civil service laws and OPM policy
- Different rules, processes, traditions, and culture
 - Deployments
 - Pay, Promotions, Retirement, Unions
 - Legal Processes, UCMJ, Residency, Taxes
 - Housing, Permanent Change of Station
 - Dress, Haircuts
- Military and Civilians need to understand both sets of rules

Don't let differences become a

wedge



Challenges - Managing People and Positions

- Long history of centralized management of military
 - Command boards
 - Assignments
 - Schools
- Long history of de-centralized management of civilians
 - Local knowledge and technical depth emphasized
- Transformation underway for civilians
 - Corporate and Functional boarding on the horizon
 - Civilians are competing against a broader pool
 - Industry civilians and ex-military filling jobs at all levels



What Does This Mean to You?

- **Component Commitment:**

- Use resources wisely, including people
- Deliberately develop members through Education + Training + Experience
- Set the expectation that development at higher levels is more competitive
- Select personnel for development opportunities based on performance

- **Supervisor Commitment:**

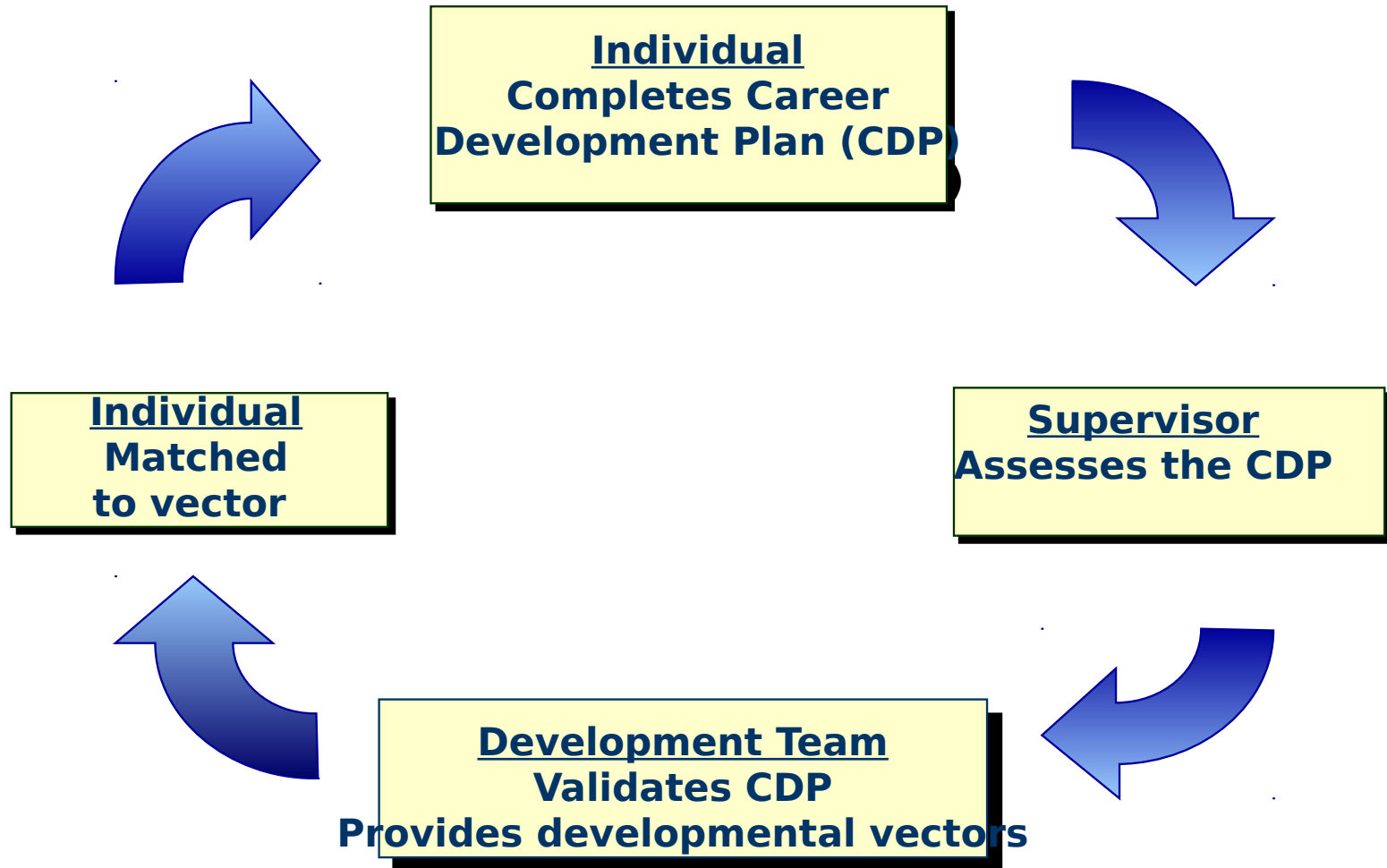
- Participate in the Civilian Force Development process; use tools
- Provide guidance and mentoring to members to ensure they understand Civilian Force Development and establish an individual career development plan (CDP)
- Anticipate personnel changes and prepare for succession planning

- **Civilian Member Commitment:**

- Continue to perform in current role
- Be proactive in the Civilian Force Development process; use tools
- Establish a CDP to set goals and expectations
- Work with supervisor to achieve professional development goals on CDP



The Force Development Process





A Closer Look At The Assessment Process

- Overall snapshot/view of where you are or need to focus in career development:
 - Ready
 - Groom
 - On-Track
 - Current Assignment
- Supervisor and endorser assess and compare your current development to the goals you identified in your development plan
- Forms basis for a career vector for your deliberate development



Assessment Definitions

- **Ready** – You are Ready “now” to assume greater responsibility in a more challenging position at the same grade or a grade higher than currently held
- **Groom** – You have demonstrated growth potential and would benefit from assignment in a related specialty or different organizational level; sufficiently skilled to take on new developmental opportunities
- **On Track** – You need further development at current assignment, but may be ready for developmental position or greater responsibility in the future
- **Current Assignment** – You should stay in current assignment (required for specific expertise or announced retirement, etc.)



Vectors

- Built on developmental assessment
- Address full range of opportunities
 - Education
 - Training
 - Assignment (type of job or level)
- Recommendations only
 - Employees expected to assume active role
 - No guarantees – everybody still competes
 - Opportunities tied to record
- Multi-use guide
 - Individual
 - Chain of Command
 - Career Field Teams



Example of a Vectoring Process

- Consensus-building necessary for standardization
 - Trial run allows for discussion
 - CDP completion varies by member
 - Career briefs may not be robust
- Development Team (DT) breaks into panels
 - Allows for individual discussion/group consensus
 - Middle member is Panel Lead 1, 2, 3 (final vectors)
 - Other panel members may use Panel Member name for personal notes
- Use vectoring statement handout for reference
- DT as a whole will review assessments at conclusion



Way Ahead for AF MEPRS and Data Quality Personnel

- Data Call of representative position descriptions across AFMS submitted
- Standardized duty statements in development for implementation of Standardized Position Descriptions throughout the AFMS—USE WILL BE MANDATED
 - Will facilitate deliberate development (Career Paths) and vectoring for assigned personnel
 - Supervisors and employees will be provided Force Development and Individual Career Development Plan training in 2011





QUESTIONS?